

NH

# Information Technology Plan 2005-2009



*Foundation For Transformation*

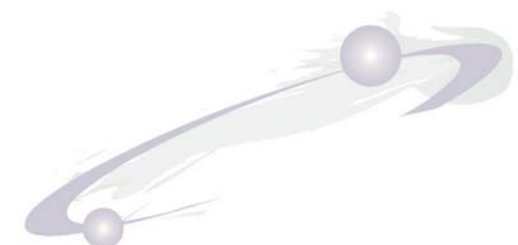


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## Laying a Foundation for Transformation



### Laying a Foundation for Transformation

New Hampshire's citizens and businesses interact with state agencies every day. Take, for example, motor vehicle registration. Every car on the road must be registered annually with both state and local government. Not long ago, owners were resigned to standing in long lines to register their cars. Today, expectations have changed completely. Citizens demand much faster and better service. They don't have to wait in line, or go to more than one location, or in many cases even leave their homes to refill medication prescriptions, pay tuition bills, make travel arrangements, or receive other common services. Why should they have to do so to register their cars?

Outstanding customer service is a hallmark of successful organizations. Providing an outstanding service experience requires understanding and anticipating customer needs. It requires the ability to respond to continuous, significant external changes. As much as possible, it requires emphasis to be placed on customer convenience.

To meet the new expectations, government agencies have to find more efficient ways to manage their routine business and service processes. Quick, easy, one-stop service to register a motor vehicle, pay taxes, or obtain a permit is the least citizens expect. It is also a reflection of how effectively state government is providing common citizen and business services.

Even as expectations for state agencies to improve their services have grown, many of the processes used to deliver state services remain manual, labor-intensive, and slow. Through successful implementation of new automated processes, New Hampshire state government can show citizens – its customers – that it is capable of using available technology to improve how it manages and delivers common services.

At the start of the 2006 – 2007 biennium, New Hampshire is poised to transform the way state agencies do business and provide services. A major part of this transformation will result from implementation of the State's new Enterprise Resource Planning System under the sponsorship of the Department of Administrative Services. But many other new information technology initiatives planned for the biennium and beyond will enhance and extend this foundation for transformation. For example, the new Medicaid Management Information System will help the State to improve program control and administrative costs, enhance service to recipients and providers, and improve operations of claims control related to medical assistance offered to qualifying NH citizens. Implementation of one network environment used by multiple departments within the State as well as the state court system will improve the effectiveness and efficiency of New Hampshire's criminal justice agencies and the judiciary. As regulatory bodies, many state agencies license, permit or register individuals and businesses throughout New Hampshire. A common licensing solution, supported and maintained for the benefit of all agencies, provides a cost effective and secure alternative to custom written applications and unsupported databases.

The New Hampshire Information Technology Plan for 2006 – 2009 presents the management objectives and automation projects the State will pursue as it begins the most sweeping transformation of its business and service processes in a generation. This transformation will take more than two years to complete. But its ultimate success depends heavily on key IT investments to be made during the 2006 – 2007 biennium, and on the foundation for transformation these investments collectively establish.

## Plan Overview



### Plan Overview

To lay a strong foundation for transformation, the New Hampshire Information Technology Council (IT Council) and the Governor's Office of Information Technology (OIT) have identified six strategic themes to guide state investment in information technology. The New Hampshire Information Technology Plan for 2006 – 2009 (NHITP) has been organized around these six themes. The themes cover automation and process change initiatives that will demonstrably improve state services and increase convenience for citizens. Under these themes, the IT Council and OIT recommend to the Governor and Legislature that New Hampshire focus on a small number of critical priorities – only 24 in all – during the next several years.

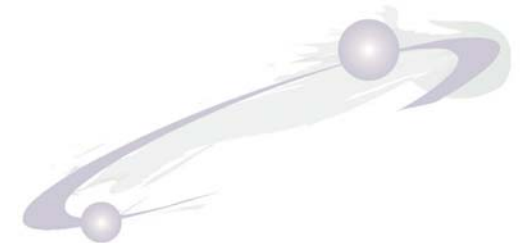
The NHITP includes two sections, as follows:

- *Strategic Themes* – This section details the strategic themes around which the plan is organized and presents the IT priorities under each theme on which the State needs to focus.
- *IT Priorities and Objectives* – This section presents by strategic theme a description of recommended priorities and high-level management objectives, as well as examples of specific projects to be undertaken in support of each priority.

In addition, the plan has several appendixes that offer important supplementary information and details about:

- New Hampshire's IT accomplishments and challenges during fiscal years 2004 and 2005 (*Appendix I*);
- The strategic IT planning process and key contributions to that effort (*Appendixes II through V*); and
- The specific IT investments and projects to be undertaken as this plan is carried out (*Appendixes VI and VII*).

[Note: To conserve paper and reduce printing costs, Appendixes VI and VII have not been published in hard copy form. They can be found in electronic form on the Office of Information Technology's, web site at <http://www.nh.gov/oit/internet/>



## Strategic Themes



### Strategic Themes

The primary goal of the New Hampshire Information Technology Plan (NHITP) is to outline how state government will enhance and refocus its information technology and systems resources in the next several years to provide the best support possible for all state agencies and the citizens they serve. Information technology is a means to an end, not an end in itself. The sole end to which it is dedicated is improved service delivery. Any new IT initiative or investment the State undertakes must be justified on the basis of its likely contribution to improving state services and increasing convenience for New Hampshire's citizens.

In preparing the NHITP, the IT Council and OIT have sought and applied the input of all state agencies, two IT Council subcommittees, and representatives of county and municipal government stakeholders. From this fact-finding and consultation, six salient strategic information technology themes for New Hampshire state government have emerged. These themes are as follows:

Strategic Theme	Description	Target Beneficiaries
<b>Transforming State Government Management</b>	Using major new IT applications to modernize the way state business is conducted and managed	<ul style="list-style-type: none"> <li>▪ Citizens and Businesses</li> <li>▪ County and Local Governments</li> <li>▪ State Employees</li> </ul>
<b>Deploying e-Government Solutions</b>	Developing online solutions that enable state agencies to serve citizens more flexibly and efficiently	<ul style="list-style-type: none"> <li>▪ Citizens and Businesses</li> <li>▪ Providers Working with the State and Their Stakeholders</li> </ul>
<b>Enhancing State Agency Business Processes</b>	Supporting and facilitating major agency business process improvements	<ul style="list-style-type: none"> <li>▪ Citizens</li> <li>▪ Providers Working with the State and Their Stakeholders</li> </ul>
<b>Ensuring Continuity of State Business Operations</b>	Ensuring critical state IT operations will continue to function even in the event of major unforeseen disruptions	<ul style="list-style-type: none"> <li>▪ All State Government Stakeholders</li> </ul>
<b>Improving and Standardizing State Government IT Infrastructure</b>	Creating and applying a consistent approach and standards for the procurement, upgrading, and sharing of state agency IT assets	<ul style="list-style-type: none"> <li>▪ Citizens and Taxpayers</li> <li>▪ State Agencies and Their Stakeholders</li> </ul>
<b>Delivering Excellent Statewide IT Support Services</b>	Providing uniform, timely, and up-to-date application development and computer trouble-shooting, training, and equipment maintenance services for all state agencies	<ul style="list-style-type: none"> <li>▪ State Agencies and Their Stakeholders</li> <li>▪ State Employees</li> </ul>

The NHITP has been organized around these six themes. Each represents a critical aspect of using information technology to improve state services and increase convenience for citizens and other stakeholders.

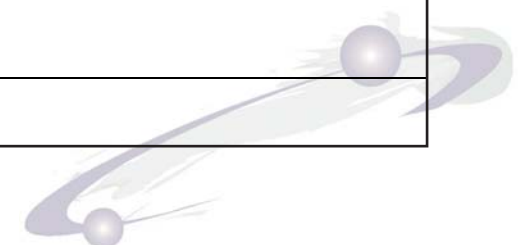
## Strategic Themes



### Information Technology Priorities by Strategic Theme

While the IT Council and OIT believe strongly that these six strategic themes are the right ones for New Hampshire state government to emphasize in the next several years, they also recognize that the State cannot make *all* IT investments indicated by these themes at once. The State's IT resources – both available funds and human resources – are limited. Consequently, the IT Council and OIT have used state agency requests and other input to identify certain priorities associated with each theme that ought to be pursued first. The IT Council and OIT recommend that these priorities – 24 in all – be the ones on which New Hampshire state government focuses during fiscal years 2006 – 2009:

<b>Strategic Theme</b>	<b>Priorities for Investment of IT Resources During Fiscal Years 2006 – 2009</b>
<b>Transforming State Government Management</b>	<ul style="list-style-type: none"> <li>▪ Enterprise Resource Planning (ERP) System</li> <li>▪ Medicaid Management Information System (MMIS)</li> <li>▪ J – One Law Enforcement Data Management System</li> <li>▪ Automated Transportation Management Systems</li> </ul>
<b>Deploying e-Government Solutions</b>	<ul style="list-style-type: none"> <li>▪ General Information Dissemination</li> <li>▪ Interactive Database Development and Reporting</li> <li>▪ Online Licensing and Permitting</li> <li>▪ e-Commerce</li> <li>▪ Portal Development</li> </ul>
<b>Enhancing State Agency Business Processes</b>	<ul style="list-style-type: none"> <li>▪ Enhancement of Existing Business Applications</li> <li>▪ Document Management</li> <li>▪ Case Management</li> <li>▪ Management Reporting</li> <li>▪ Inter-Agency Information Sharing</li> <li>▪ Computer-Based Training</li> <li>▪ Integration of Geographic Information Systems</li> </ul>
<b>Ensuring Continuity of State Business Operations</b>	<ul style="list-style-type: none"> <li>▪ Disaster Recovery Planning and Testing</li> <li>▪ Redundant IT Infrastructure Development</li> </ul>
<b>Improving and Standardizing State Government IT Infrastructure</b>	<ul style="list-style-type: none"> <li>▪ Hardware Procurement Streamlining</li> <li>▪ Software Procurement Streamlining</li> <li>▪ IT Network and Server Enhancement</li> <li>▪ Data Center Consolidation</li> </ul>
<b>Delivering Excellent Statewide IT Support Services</b>	<ul style="list-style-type: none"> <li>▪ OIT Partner-Agency Executive Level Agreements</li> <li>▪ “Small Agency” IT Support Planning and Funding</li> </ul>





## Strategic Themes



### Information Technology Priorities and Supporting Projects

As part of the input they provided to the IT Council and OIT, New Hampshire state government agencies proposed nearly 500 separate IT projects that could be undertaken by the State during the next several years. These projects ranged in size, complexity, and urgency from multi-million-dollar new information system implementations that are needed *today* to relatively inexpensive commodity procurements intended to replace currently functioning but outdated computer equipment.

Many of the agencies' proposed IT projects for fiscal years 2006 and 2007 do not have sufficient funds allocated for them in the budget passed for OIT. The following table shows, by strategic theme, the number of projects the agencies proposed, the estimated aggregate cost of implementing those projects, and the total amount appropriated to OIT, additional amount in agency appropriations and the difference between estimated costs and total appropriations for the biennium.

Strategic Theme	Number of Projects	Estimated Cost of Implementation (\$Ms)	OIT and Capital Budget Appropriations (\$Ms)	All Other Appropriations (\$Ms)	Difference Between Estimated Costs and Appropriations (\$Ms)
Transforming State Government Management	25	\$73.5	\$50.7	\$20.6	(\$2.2)
Deploying e-Government Solutions	35	\$6.5	\$3.5	\$3.0	(\$0.0)
Enhancing State Agency Business Processes	110	\$30.7	\$11.3	\$18.1	(\$1.3)
Ensuring Continuity of State Business Operations	2	\$0.1	\$0.0	\$0.1	\$0.0
Improving and Standardizing State Government IT Infrastructure	47	\$20.6	\$16.8	\$3.8	(\$0.0)
Delivering Excellent Statewide IT Support Services	98	\$9.2	\$4.5	\$1.1	(\$3.6)
<i>Totals</i>	<i>317</i>	<i>\$140.6</i>	<i>\$86.8</i>	<i>\$46.7</i>	<i>(\$7.1)</i>

## Strategic Themes

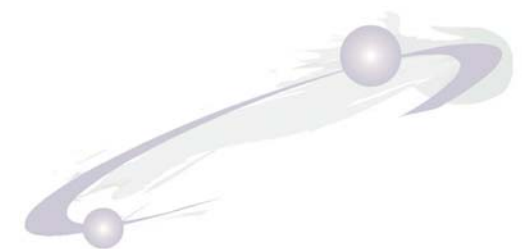


Given the discrepancy between the estimated cost of all proposed projects and available funds, only proposed projects that clearly support one or more of the IT priorities listed above *and* have funds earmarked for them have been put on the list of projects to be undertaken in fiscal years 2006 and 2007 as part of the NHITP. (See *Appendix VI* for the full list.)

While the remainder of the agencies' proposed projects may also support recommended IT priorities, many have no funds or personnel resources allocated for them, or they have not yet been adequately enough defined to be implemented during the current biennium. With the exception of projects that duplicate one another, however, none of the remainder projects has been rejected. They have been put on a list of IT projects for implementation in fiscal years 2008 and 2009 or later. (See *Appendix VII* for the full list.)

In sum, the NHITP provides for implementation during fiscal years 2006 and 2007 of 317 of the 490 projects proposed by state agencies during the planning process. Each project undertaken will support New Hampshire state government's effective pursuit of the 24 IT priorities recommended by the IT Council and OIT.

The following section, which is organized by strategic theme, presents the recommended IT priorities for fiscal years 2006 – 2009 and their high-level objectives. In addition, it provides examples of key IT projects included in the NHITP that will be undertaken in support of each priority.





## IT Priorities and Objectives



### Transforming State Government Management

*Using major new IT applications to modernize the way state business is conducted and managed*

The State will identify outdated applications and systems and replace them with solutions that are interoperable across departments. These new applications and systems will:

- Improve expenditure and management controls;
- Consolidate payments to vendors/providers and improve the timeliness of payments;
- Facilitate cost savings in procurement functions; and
- Enhance information sharing among state agencies.

#### Priorities

##### 1. *Enterprise Resource Planning (ERP) System*

Integration of financial, human resource, and budget management systems across state government

##### 2. *Medicaid Management Information System (MMIS)*

Implementation of a modular and flexible claim payment, reporting, and decision support solution

##### 3. *J – One Law Enforcement Data Management System*

Implementation of an integrated data-sharing system for all criminal justice agencies

##### 4. *Automated Transportation Management Systems*

Application of standardized technology solutions to improve state highway system service, government auto fleet management, and other transportation assets

#### Objectives

- Complete required procurement cycles for new system vendor, hardware, and software resources
- Create robust solutions that meet agency requirements and customer needs
- Consolidate legacy business processes and technologies to create efficient, cross-organizational solutions
- Improve data-sharing capabilities and reduce costs of acquiring and managing data
- Replace duplicate, conflicting, and outdated applications with common, interoperable solutions

## IT Priorities and Objectives

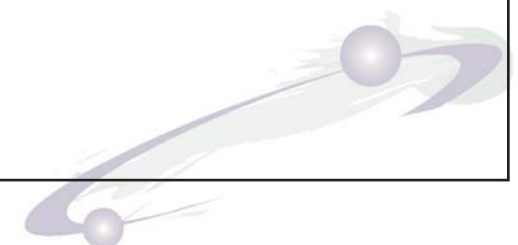


<p><b>Transforming State Government Management</b></p> <p><i>Using major new IT applications to modernize the way state business is conducted and managed</i></p>	
Priorities	Examples of Key Projects for Fiscal Years 2006 – 2009 (not exhaustive)
<p><b>1. Enterprise Resource Planning (ERP)</b> SystemIntegration of financial, human resource, and budget management systems across state government</p>	<ul style="list-style-type: none"> <li>ERP Implementation (for the Department of Administrative Services)</li> <li>Grants Management (for the Department of Education)</li> <li>Cost Accounting (for the Department of Environmental Services)</li> </ul>
<p><b>2. Medicaid Management Information System (MMIS)</b> Implementation of a modular and flexible claim payment, reporting, and decision support solution</p>	<ul style="list-style-type: none"> <li>OMBP/MMIS, MMIS Reprocurement (for the Department of Health &amp; Human Services)</li> <li>DCYF/DJJS - Medicaid Modernization/MMIS Reprocurement (for the Department of Health &amp; Human Services)</li> <li>DFA, New HEIGHTS Medicaid Modernization (for the Department of Health &amp; Human Services)</li> </ul>
<p><b>3. J – One Law Enforcement Data Management</b> SystemImplementation of an integrated data-sharing system for all criminal justice agencies</p>	<ul style="list-style-type: none"> <li>J-ONE (Justice-One Networked Environment) and interfaces (for the Departments of Safety, Corrections and Health and Human Services)</li> <li>DCSS, NECSES AOC Data Exchange (for the Department of Health &amp; Human Services)</li> </ul>
<p><b>4. Automated Transportation Management Systems</b> Application of standardized technology solutions to improve state highway system service, government auto fleet management, and other transportation assets</p>	<ul style="list-style-type: none"> <li>Turnpikes Website Enhancements (for the Department of Transportation)</li> <li>Fleet Management System (for the Departments of Transportation and Environmental Services)</li> </ul>

## IT Priorities and Objectives



<b>Deploying e-Government Solutions</b> <i>Developing online solutions that enable state agencies to serve citizens more flexibly and efficiently</i>		
<p>The State will complete a customer-focused, technology-enabled transformation in service delivery to improve accessibility and increase the value and cost-effectiveness of services to the public, businesses/partners, and government agencies.</p>		
Priorities		Objectives
<b>1. General Information Dissemination</b> Development of online access channels to static and real-time public information managed by state agencies		<ul style="list-style-type: none"> <li>Establish an IT architecture that allows agencies to rapidly deploy new solutions</li> <li>Utilize commercial off-the-shelf (COTS) software to streamline evaluation and implementation of new solutions</li> <li>Improve customer service levels by enabling agencies to transact as much routine business online as possible</li> <li>Deploy standard applications and utilize common data dictionary</li> <li>Provide employees, partners, and customers a single point of entry to gain access to documents, applications, and other resources</li> </ul>
<b>2. Interactive Database Development and Reporting</b> Development of databases and reporting tools that allow state agencies and customers to exchange standard business information online		
<b>3. Online Licensing and Permitting</b> Implementation of new services to allow citizens and businesses to get selected licenses and permits online		
<b>4. e-Commerce</b> Creation of standardized secure solutions to allow citizens and businesses to make payments to and receive payments from state agencies online		
<b>5. Portal Development</b> Implementation of a secure, enterprise solution to authenticate users and authorize access to restricted state applications and IT services		



## IT Priorities and Objectives

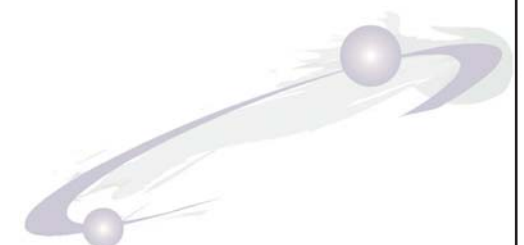


<b>Deploying e-Government Solutions</b> <i>Developing online solutions that enable state agencies to serve citizens more flexibly and efficiently</i>	
<b>Priorities</b>	<b>Examples of Key Projects for Fiscal Years 2006 – 2009 (not exhaustive)</b>
<b>1. General Information Dissemination</b> Development of online access channels to static and real-time public information managed by state agencies	<ul style="list-style-type: none"> <li>Website Enhancements (for the Department of Agriculture and Human Rights Commission)</li> <li>OneStop v3.0 (for the Department of Environmental Services)</li> <li>I-93 Corridor Project Website (for the Department of Transportation)</li> </ul>
<b>2. Interactive Database Development and Reporting</b> Development of databases and reporting tools that allow state agencies and customers to exchange standard business information online	<ul style="list-style-type: none"> <li>On-Line Consumer Complaint Resources (for the Department of Justice)</li> <li>Reel Scout (for the Department of Cultural Resources)</li> <li>School Building Aid (for the Department of Education)</li> </ul>
<b>3. Online Licensing and Permitting</b> Implementation of new services to allow citizens and businesses to get selected licenses and permits online	<ul style="list-style-type: none"> <li>NHBD System Development (for the Banking Department)</li> <li>License 2000 – final phase (for the Liquor Commission)</li> <li>On-line licensing Program (for the Pari-Mutuel Commission)</li> </ul>
<b>4. e-Commerce</b> Creation of standardized secure solutions to allow citizens and businesses to make payments to and receive payments from state agencies online	<ul style="list-style-type: none"> <li>Enhanced Road Toll System (for the Department of Safety)</li> <li>e-Commerce operations (for the Christa McAuliffe Planetarium)</li> <li>Donation System (for the Veterans Home)</li> </ul>
<b>5. Portal Development</b> Implementation of a secure, enterprise solution to authenticate users and authorize access to restricted state applications and IT services	<ul style="list-style-type: none"> <li>Evaluation and Deployment of Portal Solutions (for the Departments of Environmental Services and Insurance)</li> <li>Education Portal and Security System (for the Department of Education)</li> </ul>

## IT Priorities and Objectives



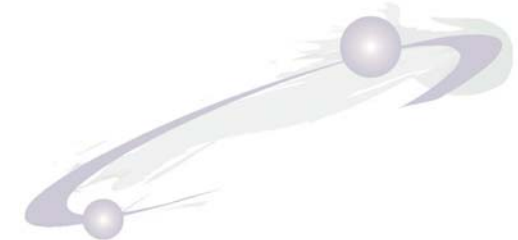
Enhancing State Agency Business Processes		
<i>Supporting and facilitating major agency business process improvements</i>		
The State will enhance or upgrade selected agency business applications to improve agencies' business processes		
Priorities		Objectives
<b>1. Enhancement of Existing Business Applications</b> Enhancement and maintenance of automated systems based on knowledge of clients' business processes.		<ul style="list-style-type: none"> <li>• Improve efficiency and effectiveness of state agency business and administrative processes</li> <li>• Implement process solutions supported by program leaders and focused on key business challenges of state agencies</li> <li>• Maximize utilization of Master Purchase Agreements and statewide software solutions in enhancing agency legacy applications or implementing new applications</li> </ul>
<b>2. Document Management</b> Deployment of an enterprise solution that delivers the right document to the right person/agency/organization at the right time.		
<b>3. Case Management</b> Creation of a unified service delivery system under a single framework.		
<b>4. Management Reporting</b> Establishment of methodology to quickly reorganize data into accessible and actionable information		
<b>5. Inter-Agency Information Sharing</b> Collect and share critical data from various source systems to internal and external stakeholders		
<b>6. Computer-Based Training</b> Deployment of self-directed training to state employees accessible from work and at home		
<b>7. Integration of Geographic Information Systems</b> Integration of mapping resources from data collection to various sources and multiple end users		



## IT Priorities and Objectives



<b>Enhancing State Agency Business Processes</b> <i>Supporting and facilitating major agency business process improvements</i>	
<b>Priorities</b>	<b>Examples of Key Projects for Fiscal Years 2006 – 2009 (not exhaustive)</b>
<b>1. <i>Enhancement of Existing Business Applications</i></b> Enhancement and maintenance of automated systems based on knowledge of clients' business processes.	<ul style="list-style-type: none"> <li>• PDA enhancement to allow field inspections of underground tanks (for the Department of Environmental Services)</li> <li>• Real time monitoring of drivers licensing substations to improve customer response time (for the Department of Safety)</li> </ul>
<b>2. <i>Document Management</i></b> Deployment of an enterprise solution that delivers the right document to the right person/agency/organization at the right time.	<ul style="list-style-type: none"> <li>• Document storage and retrieval system for Close-College Transcripts (for the Postsecondary Education Commission)</li> <li>• Electronic Filing of all pending cases with the US District Court (for the Department of Justice)</li> </ul>
<b>3. <i>Case Management</i></b> Creation of a unified service delivery system under a single framework.	<ul style="list-style-type: none"> <li>• Inmate and Offender management system (for the Department of Corrections)</li> <li>• Vocational Rehabilitation Case Management (for the Department of Education)</li> </ul>
<b>4. <i>Management Reporting</i></b> Establishment of methodology to quickly reorganize data into accessible and actionable information	<ul style="list-style-type: none"> <li>• e-Info Services budget and human resources reporting tools (for the Department of Administrative Services)</li> <li>• Data Management Services to provide reporting from Community Mental Health Centers (for the Department of Health &amp; Human Services)</li> </ul>

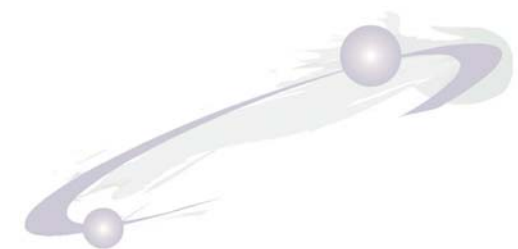




## IT Priorities and Objectives



Enhancing State Agency Business Processes, continued	
<p><b>5. <i>Inter-Agency Information Sharing</i></b> Collection of critical data from various source systems and provide information to internal and external stakeholders.</p>	<ul style="list-style-type: none"> <li>• Mobile Data Terminals to provide Rangers with access to the NH SPOTS network (for the Department of Resources and Economic Development)</li> <li>• CRASH Records Management System to share accident information between state police and road crews (for the Departments of Transportation and Safety)</li> </ul>
<p><b>6. <i>Computer-Based Training</i></b> Deployment of self-directed training to state employees accessible from work and at home.</p>	<ul style="list-style-type: none"> <li>• Remote and video-conference training for law enforcement purposes (for the Police Standards and Training Commission)</li> <li>• Computer Based Training to allow staff at remote store locations to participate in training sessions (for the Liquor Commission)</li> </ul>
<p><b>7. <i>Integration of Geographic Information Systems</i></b> Integration of mapping resources from data collection to various sources and multiple end users</p>	<ul style="list-style-type: none"> <li>• GPS and Arcview for Livestock Management (for the Department of Agriculture)</li> <li>• GIS interface for mapping support services within the Emergency Operations Center (for the Department of Safety)</li> </ul>



## IT Priorities and Objectives

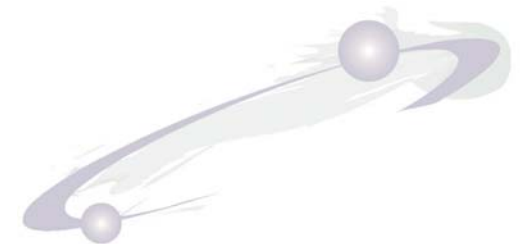


### Ensuring Continuity of State Business Operations

*Ensuring critical state IT operations will continue to function  
even in the event of major unforeseen disruptions*

The State will develop and update comprehensive plans and facilities for ensuring continuity of information technology and related business operations in the event of environmental disasters, deliberate disruption, loss of utilities and services, equipment or system failure, serious information security incidents, and other emergency situations.

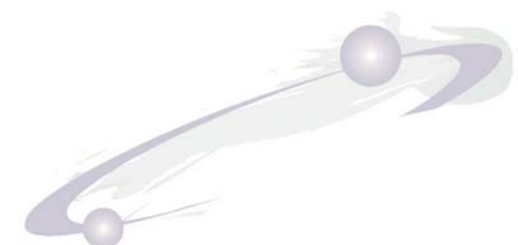
Priorities	Objectives
<b>1. Disaster Recovery Planning and Testing</b> Establishment of adequate recovery plans and sites to ensure uninterrupted operation of mission-critical state computer applications and systems	<ul style="list-style-type: none"> <li>Establish an ongoing IT disaster planning process and identify resources required to implement it</li> <li>Prepare cost estimates and secure funding for development of disaster recovery plans for all state agencies</li> <li>Complete a full inventory of state agency IT infrastructure assets and associated business applications</li> <li>Implement periodic recovery plan testing and training programs for critical state IT systems and assets</li> </ul>
<b>2. Redundant IT Infrastructure Development</b> Development of proposals for and creation of duplicate facilities and databases for the most critical state IT systems and assets	



## IT Priorities and Objectives



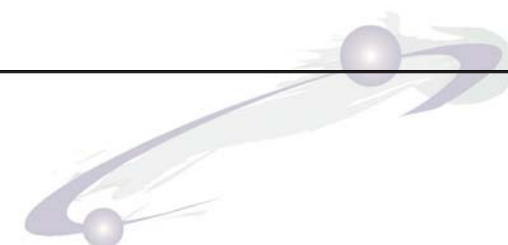
<p><b>Ensuring Continuity of State Business Operations</b></p> <p><i>Ensuring critical state IT operations will continue to function even in the event of major unforeseen disruptions</i></p>	
Priorities	Examples of Key Projects for Fiscal Years 2006 – 2009 (not exhaustive)
<p><b>1. Disaster Recovery Planning and Testing</b> Establishment of adequate recovery plans and sites to ensure uninterrupted operation of mission-critical state computer applications and systems</p>	<ul style="list-style-type: none"> <li>• Testing of hot site and development of business continuity plan (for the Liquor Commission)</li> <li>• Development of a disaster recovery plan and actual walk-through related to EDMS system (for the Department of Labor)</li> </ul>
<p><b>2. Redundant IT Infrastructure Development</b> Development of proposals for and creation of duplicate facilities and databases for the most critical state IT systems and assets</p>	<ul style="list-style-type: none"> <li>• Acquisition of Disaster Recovery/Business Continuity Equipment (for the Department of Corrections)</li> <li>• Development of a PC laptop system that will allow DRA to batch documents for later upload to TIMS in event of disaster (for the Department of Revenue Administration)</li> </ul>



## IT Priorities and Objectives



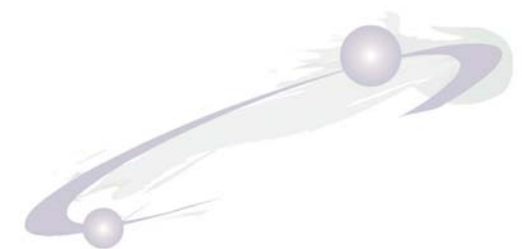
Improving and Standardizing State Government IT Infrastructure		
<i>Creating and applying a consistent approach and standards for the procurement, upgrading, and sharing of state agency IT assets</i>		
The State will streamline the procurement processes for hardware and software while standardizing the State's IT infrastructure to ensure the most cost effective and responsive architecture for statewide IT operations.		
Priorities		Objectives
<b>1. Hardware Procurement Streamlining</b> Efficient, timely acquisition of new and replacement IT hardware required by state agencies		<ul style="list-style-type: none"> <li>• Improve purchasing performance for commodity computer equipment, services, and software</li> <li>• Ensure the State's IT network infrastructure provides appropriate connectivity to allow agencies to conduct cost-effective business-related activities</li> <li>• Standardize on architecture and platforms during application migration opportunities and consolidate equipment into existing data centers</li> </ul>
<b>2. Software Procurement Streamlining</b> Efficient, timely acquisition of new software applications or legacy software upgrades required by state agencies		
<b>3. IT Network and Server Enhancement</b> Enhancement of the State's network infrastructure to provide intra- and inter- agency connectivity to allow agencies to conduct business related activities		
<b>4. Data Center Consolidation</b> Management of critical infrastructure technologies resulting in a, redundant, secure, manageable and flexible computer environment		



## IT Priorities and Objectives



<b>Improving and Standardizing State Government IT Infrastructure</b> <i>Creating and applying a consistent approach and standards for the procurement, upgrading, and sharing of state agency IT assets</i>	
<b>Priorities</b>	<b>Examples of Key Projects for Fiscal Years 2006 – 2009 (not exhaustive)</b>
<b>1. Hardware Procurement Streamlining</b> Efficient, timely acquisition of new and replacement IT hardware required by state agencies	<ul style="list-style-type: none"> <li>NHSL File/Print Server upgrade (for the Department of Cultural Resources)</li> <li>Procurement of notebook computers and portable printers for the VSOs (for the Veterans Council)</li> </ul>
<b>2. Software Procurement Streamlining</b> Efficient, timely acquisition of new software applications or legacy software upgrades required by state agencies	<ul style="list-style-type: none"> <li>Synchro Upgrade (for the Department of Transportation)</li> <li>PC Software Upgrades (for the Department of Resource and Economic Development)</li> </ul>
<b>3. IT Network and Server Enhancement</b> Enhancement of the State's network infrastructure to provide intra- and inter- agency connectivity to allow agencies to conduct business related activities	<ul style="list-style-type: none"> <li>Establishment of the IT infrastructure to support the new Emergency Operation Center (for the Department of Safety)</li> <li>New Buildings for M&amp;R/Mechanical Services (for the Department of Transportation)</li> </ul>
<b>4. Data Center Consolidation</b> Management of critical infrastructure technologies resulting in a redundant, secure, manageable and flexible computer environment	<ul style="list-style-type: none"> <li>Inventory and assessment of current Data Center Environments (for all Agencies/Divisions)</li> <li>Establishment of Data Center Standards (for all Agencies/Divisions)</li> </ul>



## IT Priorities and Objectives



### Delivering Excellent Statewide IT Support Services

*Providing uniform, timely, and up-to-date application development and computer trouble-shooting, training, and equipment maintenance services for all state agencies*

The State will develop agreements between all agencies and OIT's IT service standards. These agreements will specify level of service, support options, enforcement or penalty provisions for services not provided, a guaranteed level of system performance as relates to downtime or uptime, a specified level of customer support and what software or hardware will be provided, and the associated costs and resource level required to provide the desired level of support.

Priorities		Objectives
<b>1. OIT Partner-Agency Executive Level Agreements</b> Development of contracts between OIT and its client agencies stipulating the service and responsiveness standards to which OIT will be held, as well as the reciprocal obligations of client agencies		<ul style="list-style-type: none"> <li>Negotiate executive level agreements incorporating service performance standards and client responsibilities with all OIT partner-agencies</li> </ul>
<b>2. "Small Agency" IT Support Planning and Funding</b> Development of a plan for presentation to the Legislature documenting the IT support needs of currently unsupported state agencies and the estimated ongoing costs of meeting those needs		<ul style="list-style-type: none"> <li>Provide excellent applications development service and ongoing maintenance and enhancement services for agency-specific business applications in fulfillment of executive level agreements</li> <li>Develop a plan to provide routine IT technical and applications development support to all state agencies, boards, and commissions</li> </ul>

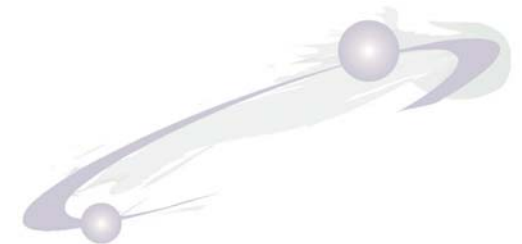




## IT Priorities and Objectives



<b>Delivering Excellent Statewide IT Support Services</b> <i>Providing uniform, timely, and up-to-date computer trouble-shooting, training, and equipment maintenance services for all state agencies</i>	
<b>Priorities</b>	<b>Examples of Key Projects for Fiscal Years 2006 – 2009 (not exhaustive)</b>
<b>1. <i>OIT Partner-Agency Executive Level Agreements</i></b> Development of contracts between OIT and its client agencies stipulating the service and responsiveness standards to which OIT will be held, as well as the reciprocal obligations of client agencies	<ul style="list-style-type: none"> <li>• Establishment of executive level agreements and metrics for all agencies</li> <li>• Appropriate staffing/support for agency applications</li> <li>• Implementation of monitoring tools to document infrastructure and system availability</li> <li>• Scheduled upgrades and modifications to existing agency applications</li> </ul>
<b>2. <i>“Small Agency” IT Support Planning and Funding</i></b> Development of a plan for presentation to the Legislature documenting the IT support needs of currently unsupported state agencies and the estimated costs of meeting those needs	<ul style="list-style-type: none"> <li>• Agency IT support assessment that incorporates current IT environment and forecasts future needs (for all small agencies)</li> <li>• Training in existing applications to improve agency ability to provide improved customer support (for selected small agencies)</li> </ul>



## Conclusion



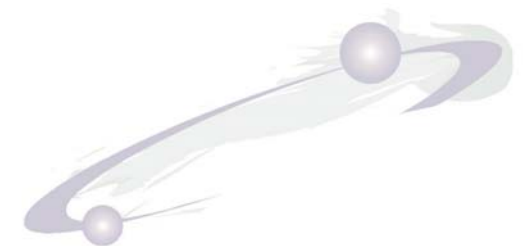
### Conclusion

At the start of the 2006 – 2007 biennium, New Hampshire is poised to transform the way state agencies do business and provide services using modern information technology. To lay a strong foundation for change, the Information Technology Council and the Governor's Office of Information Technology have identified six strategic themes to be emphasized for state fiscal years 2006-2009, as follows:

- Transforming State Government Management
- Deploying e-Government Solutions
- Enhancing State Agency Business Processes
- Ensuring Continuity of State Business Operations
- Improving and Standardizing State Government IT Infrastructure
- Delivering Excellent Statewide IT Support Services

In line with these strategic themes, state agencies have proposed more than 300 specific IT projects – both large and small – to be implemented during fiscal years 2006 and 2007 at a cost of about \$140 million. Current operating and capital budget appropriations are expected to cover most of this cost.

State agencies, in partnership with the IT Council and Office of Information Technology, are committed to meeting the challenges and expectations of citizens, businesses, employees, and government officials relative to how the State uses technology to do business and provide common services. Technology changes and infrastructure enhancements implemented in the next several years will commit the State to the most sweeping transformation of its business and service processes in a generation.



## Appendix I

### Appendix I: New Hampshire IT Accomplishments in Fiscal Years 2004 and 2005

The goals and objectives put forth in the “Statewide Strategic Information Technology Plan FY2004-2007” reflect the status of the Office of Information Technology (OIT) as a newly formed organization. OIT set out to establish itself as a responsible, consistent and effective implementer of the State’s information technology. The primary goal of the plan was “. . . to bring technology and information systems into alignment with the various program mission goals and objectives of all State agencies.” As the new biennium’s strategic plan is developed, it is useful to review the accomplishments of OIT and to measure them against what it set out to do in the last biennium and to evaluate the proposed strategic direction against the successes and unfinished business of the past.

Table 1 below, *OIT Accomplishments FY 2004-2005*, aligns OIT’s accomplishments and unfinished business with corresponding goals and objectives. Many of the **organizational initiatives** set out in the last plan have been accomplished or are in-progress. OIT’s goal to **provide centralized, common IT services and solutions** is a work in progress. Network infrastructure, help desk, data center operations and utility-like common services have been implemented. Statewide Document Management and e-Licensing solutions have been implemented for a number of Agencies with additional implementations in the queue.

**E-Government solutions** continue to proliferate as OIT’s Web Services Division provides hardware and software support to Agencies. Most notable is the State’s e-licensing solution with one contract, one vendor, and one software solution, implemented for four agencies and in development for four more.

**Emergency preparedness** is a perennial challenge to IT organizations and a historical theme in New Hampshire’s strategic IT plans. Security threats and privacy concerns often out-pace the technological and organizational measures implemented. Concern for emergency preparedness by partner agencies and by OIT is reflected in feedback provided via the Data Center Consolidation Committee, initiated by the IT Council, and the disaster recovery and business continuity projects identified in this biennium’s plan.

In the areas of **cost reduction** and **budget and expenditure tracking**, OIT has standardized its contracting and purchasing processes, leveraged purchases through volume discounts and negotiated group licenses for utility software. Similarly, OIT has addressed **operational effectiveness** through development of hardware and software standards, project screening and application standardization.

Providing **exceptional information technology customer service** and associated objectives has advanced through the creation of a System Development Methodology (SDM) that provides a tactic to build consistent and standard software applications and IT systems to reduce redundancy and streamline efforts.

